

USAREC MANUAL 3-0



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18 September 2019

Headquarters

United States Army Recruiting Command

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Fort Knox, Kentucky 40121-2725



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Recruiting Operations

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Headquarters
United States Army Recruiting Command
Fort Knox, KY 40121-2721
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Table of Contents

	Page
Chapter 1. Recruiting Operations	
Recruiting Operations.....	1
Recruiting Operations Structure	1
Recruiting Operations Process.....	1
The Eight Recruiting Functions	1
Lines of Effort	2
Operational Framework.....	2
Recruiting Operational Environment.....	2
Operational Variables: Political, Military, Economic, Social, Information, Infrastructure, Physical Environment & Time (PMESII-PT)	2
Mission Variables: Mission, Enemy, Terrain & Weather, Troops and Support Available, Time and Civil Considerations (METT-TC).....	4
Building and Sustaining Networks in Support of Recruiting Operations..	5
External Networks	6
The Army’s Talent Acquisition Team.....	7
Internal Network	8
Forums for Cross-Talk Include:	8
Information Systems.....	9
Chapter 2. Recruiting Operational Concepts	
Foundations of Recruiting.....	10
Recruiting Principles.....	11
Principles of Recruiting (Recruit)	12
Right Message, Right Audience, Right Time.....	12
Empower Subordinate Leaders	13

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Conduct In-Depth Market Analysis and Tailor Recruiting Effort	14
Retain Gains.....	14
Understand and Adapt Quickly to Market Changes	15
Invest In the Recruiting Team and Hold Them Accountable.....	15
Tell the Army Story—Promote Army Pride	16
Science and Art in Recruiting.....	16

Chapter 3. Framework for Conducting Recruiting

Operations Recruiting Functions	18
Mission Command.....	19
Intelligence	20
Prospecting	20
Interviewing	20
Processing.....	20
Leading Future Soldiers	21
Training And Leader Development.....	21
Sustaining Operations	22
Executing the Eight Recruiting Functions Within the Band of Excellence	22
Operational Imperatives	23
Know Your Area of Operations.....	23
Know Your Competition.....	23
Know Yourself	23

Chapter 4. Applying Operational Art in Support of Recruiting Operations

Organizing the Force.....	27
Pae Description	27
Synchronizing Effects Through the Targeting Process	28
Targeting Methodologies	29
Decide	29
Detect.....	29
Deliver	31
Assess.....	31
Targeting Boards.....	31
Fusion Cells.....	32
Operational Framework.....	32
Decisive, Shaping and Sustaining Operations	32
Main and Supporting Efforts.....	33
Maintaining Battle Rhythms.....	33
Mastering Transitions	33
Risk	34
Conclusion.....	35
SWOT and RFA Methodology	36
SWOT	36
RFA.....	37

Figures

Figure 1-1. Recruiting network	6
Figure 1-2. Cross-talk sites.....	8
Figure 2-1. Foundations of recruiting.....	10
Figure 2-2. Principles of Recruiting	12
Figure 3-1. Recruiting functions.....	18
Figure 3-2. The Recruiting Operations Process	24
Figure 3-3. Annual operation plan and OPORD development overview.	25
Figure 3-4. Running Estimates --such as SWOT & RFA - Support of Mission Analysis.....	26
Figure 4-1. Echelon Resource Chart	30
Figure A-1. Applying the SWOT Methodology to Create Running Estimates.....	36
Figure A-2. Example of RFA analysis at company level.....	38
Figure A-3. Recruiting Functions Analysis.....	38
Figure A-4. Operational Environment	39

Appendix:

A. SWOT and RFA Methodology

Glossary

PREFACE

USAREC Manual 3-0 provides overarching doctrine for the conduct of recruiting operations in a geographically dispersed environment. It expands on concepts described in USAREC Manual 3, Recruiting. It forms the foundation for developing the other principles, tactics, techniques, and procedures detailed in subordinate recruiting doctrine publications. UM 3-0 provides operational guidance for commanders and trainers at all echelons and forms the basis for institutional curricula and organizational training of recruiting operations.

The principle audience for USAREC Manual 3-0 is all members of USAREC Headquarters, Brigade and Battalion Commanders and their staffs. It lays the foundation for recruiting operations—enlisted, health services, chaplain, and in-service—for both the Regular Army and the Army Reserves. The concepts within this publication support a culture of creativity, intelligent risk-taking, and proactive decision-making.

The proponent for this publication is Recruiting and Retention College. Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to ATTN RCRS-DD, 1929 Old Ironsides Ave, Bldg 2389, Fort Knox 40121 or by email to USARMY Ft Knox USAREC List RRC Doctrine <usarmy.knox.usarec.list.rrc-doctrine@mail.mil>

Introduction

USAREC Manual 3-0: Recruiting Operations serves as USAREC's equivalent to an Army Doctrine Reference Publication (ADRP) and provides detailed information on the fundamental principles described in USAREC's foundational doctrine publication: USAREC Manual 3: Recruiting. Collectively, these two manuals nest USAREC's doctrine within the framework of Army Doctrine and provide overarching guidance in the planning and execution of population-centric operations to recruit the best talent for the All-Volunteer Army. Subordinate doctrine publications will provide more detailed guidance for actions at the tactical level—company, station, and individual.

By definition, doctrine describes fundamental principles; it is authoritative, but requires judgment in application (JP 1-02). The purpose of doctrine is not to prescribe how to conduct operations; rather, it empowers leaders by describing operational concepts that serve as left and right limits within the context of mission command. Since no two areas of operation (AOs) are the exactly same, commanders at every echelon must determine how to best apply recruiting doctrine to optimize results.

USAREC Manual 3-0 contains four chapters:

Chapter 1 emphasizes the strategic importance of mastering population-centric operations in the 21st century and the critical role USAREC plays in sustaining the All-Volunteer Force. This chapter provides an overview of recruiting operations, the recruiting operational environment, and recruiting networks.

Chapter 2 introduces the central role of the Foundations of Recruiting operations and the Recruiting Principles. Chapter 2 also provides an overview of both the science and the art of recruiting operations at echelon.

Chapter 3 discusses the eight recruiting functions used to generate talent acquisition in support of the All-Volunteer Force. Chapter 3 provides an overview of the operational imperatives that help leaders at all echelons understand their operational environment, their competition and their unit. Chapter 3 concludes with an overview of the recruiting operations plan.

Chapter 4 discusses the meaning of recruiting concepts and their application in support of recruiting operations. It introduces concepts such as how leaders array their forces through the Position, Analysis and Evaluation (PAE) process, how leaders synchronize effects through targeting as well as other concepts that, collectively, help set conditions for success at the tactical level.

Chapter 1. Recruiting Operations

RECRUITING OPERATIONS

1-1. Recruiting operations require leaders at all levels to conduct population-centric operations in support of the strategic mission to sustain the All-Volunteer Force. Key tasks include exercising mission command in a geo-dispersed environment, building enduring networks with community partners and synchronizing effects to optimize results for every mission. Leaders must accomplish these tasks while taking care of Soldiers, DA Civilians, Future Soldiers, and Families.

1-2. Army recruiting objectives are a national requirement that involves the public at large and the entire Army family. Population-centric operations bind the networks and help influence community partners in business, industry, and government to endorse the idea of military service.

1-3. Population-centric key tasks include exercising mission command in a geo-dispersed environment, build enduring networks with community partners, and synchronize effects to maximize results for every mission.

1-4. Since 9/11, the Army has embarked on a “Campaign of Learning.” Chief among these lessons, re-learned on the battlefields of Afghanistan and Iraq, is that technological superiority is no guarantee of victory. To win in the homes and communities of America, just as they do on the battlefield, Soldiers must understand and master the human domain within their current environment.

1-5. As we continue the transition from an Expeditionary Army to an Army of Preparation, recruiting operations will continue to serve as a proving ground for leaders at all levels to conduct population-centric operations—a skill set deemed vital by senior Army leaders.

RECRUITING OPERATIONS STRUCTURE

Recruiting Operations Process

1-6. The operations process for planning and executing recruiting operations mirrors the Army operations process. While the USAREC HQs generally executes planning through either the Army Design Methodology or the Military Decision Making Process (MDMP), lower echelon units plan operations using either MDMP or Troop Leading Procedures (TLP) methodologies (see ADRP 5-0).

The Eight Recruiting Functions

1-7. The recruiting functions represent a group of tasks and systems united by a common purpose to achieve the commander’s intent. The eight recruiting functions are:

- Mission Command
- Intelligence
- Prospecting
- Interviewing
- Processing
- Leading Future Soldiers
- Training and Leader Development
- Sustaining Operations

(See Chapter 3 for discussion of the eight recruiting functions.)

Lines of Effort

1-8. Recruiting operations consist of eight recruiting functions, three of which are integral lines of effort to the recruiting process. The three lines of effort: prospecting, processing, and leading Future Soldiers, represent the inter-related functions that commanders will focus on to accomplish the Army's talent acquisition requirements

1-9. These lines of effort represent the locating, processing, training, and assessment of qualified individuals to initial entry or reclassification training. It is imperative commanders and staffs carefully monitor these lines of effort to apply the right mix of capabilities and resources to the right circumstances while ensuring statutory and regulatory compliance.

Operational Framework

1-10. The operational framework for recruiting operations mirrors the Army operational framework (see ADRP 3-0). Chapter 4 of this manual describes the application of Army concepts—such as decisive, shaping and sustaining operations—in the planning and executing recruiting operations.

RECRUITING OPERATIONAL ENVIRONMENT

1-11. The operational environment is a composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander (ADRP 3-0). Brigade and battalion commanders lead their staffs through the operations process—applying operational and mission variables—to understand their operational environment. Company and station commanders nest their efforts under the operational plan of their higher headquarters; they provide bottom-up refinement to the plan within the limits of the commander's intent.

OPERATIONAL VARIABLES: Political, Military, Economic, Social, Information, Infrastructure, Physical Environment & Time (PMESII-PT)

1-12. The general absence of hostile threats influencing the recruiting operational environment requires some reframing of the Army's operational and mission variables. For example, the first "P" in PMESII-PT represents political; however, with emphasis in politically influenced policies and elements that may influence current and future recruiting efforts and the "E" in METT-TC, representing enemy forces, does not apply to recruiting operations, but takes into consideration current competitors that exist within the recruiting market.

1-13. **Political** describes the distribution of responsibility and power at all levels of governance within a given recruiting area of operation. Current attitudes towards the recruiting activities, the level, and types of government (i.e. city mayors, school boards, state governance) and local political groups influence have impact on recruiting operations. Likewise, political entities develop policies that influence recruiting operations. Recruiters at every echelon must understand policies affecting their ability to access their recruiting markets and execute the decisive mission. Just as importantly, leaders at every echelon must be able to articulate the effect of policies on the recruiting mission. Doing so provides "bottom up" feedback to "top down" decisions and ensures shared understanding of second and third order effects due to existing political forces and policies that influence the recruiting operating environment.

1-14. A **military** presence in an operational environment may affect the recruiting environment. For example, Army military installations (Active, Reserve or National Guard) in a unit's area of operation (AO) may increase the propensity of a population to join the Army. Conversely, the presence of sister-service installations could negatively influence Army recruiting efforts. Leaders operating in environments that include Army installations have an opportunity to leverage external assets (e.g. senior Army leaders, post facilities) in support of the recruiting mission.

1-15. **Economic** factors can have a strong influence on the recruiting operational environment. The labor market has a direct effect on recruiting operations. Historically, when unemployment rates increase, the number of people interested in Army opportunities also increases. When unemployment rates decline, interest in Army opportunities also declines. While propensity may increase during periods of economic hardship, other factors may reduce the number of individuals qualified for military service. Commanders must understand how economic factors enhance or constrain the recruiting operational environment.

1-16. The **social** variable describes societies within an operational environment. Cultural awareness helps Recruiters identify the various market segments within the community, builds rapport and reduces misunderstandings. Understanding the social variable can provide Recruiters insight into individual and group intentions and improve their ability to accomplish the mission. Leaders must become knowledgeable of societal aspects within their AO to understand the effect of recruiting operations on the population.

1-17. The **information** environment is the aggregate of individuals, organizations, and systems that collect, process, disseminate, or act on information (JP 3-13).

Recruiting operations must take into account the population's perceptions, beliefs, and behaviors toward military service. Leaders must incorporate cultural awareness and relevant social and political factors into their operation plan. Face-to-face interaction by leaders and Soldiers with members of the communities strengthens relationships and improves their perceptions of the Army. Such interaction amplifies positive actions and increases goodwill and support for the recruiting effort. Likewise, information meetings with key local government officials, civilian leaders, and educators will also have a positive effect on mission accomplishment.

1-18. **Infrastructure** includes the physical components of the system required to recruit, access, transport, train, and deliver Soldiers (physical or virtual) to their first unit of assignment and includes all aspects from facilities to supporting equipment.

1-19. The **physical environment** consists of geographic factors such as terrain, and market factors including market size (urban, suburban, and rural) and demographics (population density, qualified military available population, race/ ethnic, and gender composition). These factors significantly shape how and where recruiting operations occur. Commanders must account for physical environment factors when determining where to position recruiting facilities to increase access to target populations and when planning recruiting operations.

1-20. **Time** plays an important role in recruiting operations and is a key factor when planning recruiting operations. School, business, and organizational operating hours significantly affect the availability of the recruited population. Leaders must understand how time either increases or decreases the likelihood of successful engagements with the target market.

MISSION VARIABLES: Mission, Enemy, Terrain & Weather, Troops and Support Available, Time and Civil Considerations (METT-TC)

1-21. Recruiting commanders conduct mission analysis using mission variables modified to account for the lack of enemy forces. Recruiting mission variables include **mission, enemy, terrain, and weather, troops and support available, time available and civil considerations.**

1-22. **Mission.** HQ, Department of the Army develops the annual human capital acquisition requirement consisting of enlisted, warrant officer, and officer requirements across the Total Force (Active, Reserve and National Guard) and assigns the mission to Army recruiting organizations for execution. Army recruiting organizations develop a recruiting operations plan to execute the unit's recruiting mission.

1-23. **Enemy.** In recruiting, the 'enemy' is competitors that threaten the mission. Competitors may include other service recruiting, key individuals within the AO that negatively affect or influence recruiting, and competing interests (e.g. job market, education opportunities, or career opportunities) for potential recruits.

1-24. **Terrain and weather:** Terrain and weather can significantly affect recruiting operations. The recruiting operations plan considers the geographic dispersion of the

recruiting force, ease, or difficulty of movement within the recruiting area of operations, location, and status of applicant processing centers (MEPS and Medical Treatment Facilities).

1-25. **Troops and support available:** It is important commanders consider the strength of their recruiting force during the development of their operation plan. Soldier absences due to attendance at Noncommissioned Officer Professional Development System (NCOPDS) schools, professional development schools, scheduled or emergency leave, and various other administrative actions can cause a reduction of force for extended periods. A reduction in force affects recruiting operations and may affect planned events.

1-26. **Support** is also necessary for the conduct of daily recruiting operations and targeted events. Support includes the necessary logistical, educational, media, and funding for the execution of recruiting operations and events.

1-27. **Time available:** Time available describes the time and duration of activities, events, and conditions within the recruiting operational environment. Recruiting operations follow periods that are unique to each recruiting mission. Enlisted recruiting operations follow a recruiting calendar that prescribes monthly recruiting periods called phase lines and recruit ship months. These periods regulate the flow of applicants to the MEPS for enlistment and Future Soldiers for shipment to individual military training. Annual selection boards and training course dates drive time available in support of medical and in-service recruiting operations. Medical and in-service missions are annual requirements.

1-28. **Civil considerations:** Awareness of the demographic makeup of a recruiting AO is an important part of understanding the recruiting operational environment. The diverse nature of the population makes it necessary to understand the many cultural and generational nuances that exist within an AO. Understanding what influences any market segmentation and how to effectively communicate and message is an important competency for leaders and recruiters to master.

BUILDING AND SUSTAINING NETWORKS IN SUPPORT OF RECRUITING OPERATIONS

1-29. Recruiting operations in the 21st century require leaders to move beyond traditional methods of market analysis, information management, and planning. To keep pace with change in a competitive environment, leaders must leverage their recruiting network to augment their team's efforts. (See figure 1-1).



Figure 1-1. Recruiting network

1-30. **Figure** Building and sustaining networks is a key task in support of population-centric operations. Robust networks allow access and placement for Recruiters to carry their message to variety of forums: community leaders, business leaders and leaders in education, to name but a few.

1-31. Commanders need information that is relevant, timely, and accurate. Commanders must collect accurate market information, analyze it thoroughly, and share it quickly by way of an efficient internal network. Intelligent use of internal and external networks provides commanders with a distinct advantage over their competition.

External Networks

1-32. External networks are elements external to the U.S. Army. A robust network with members from a variety of organizations—school officials, community leaders, business leaders, civic organizations, veterans, Civilian Aides to the Secretary of the Army (CASA), Reserve Ambassadors— these Community Partners (CPs) provide commanders with individuals with access and placement who can serve as force multipliers in support of the recruiting mission.

1-33. When building or expanding external networks, commanders must first decide

upon the desired effects or outcomes they wish to achieve. Leaders must then provide network members with relevant information to optimize their ability to contribute to the Army's recruiting mission. For example, a school superintendent must understand the many ways the Army can support education or training efforts in order to serve as an effective Army advocate. Similarly, a Reserve Ambassador must understand the challenges confronting recruiters in order to serve as an effective advocate with reserve units as well as with other influential community members.

1-34. Commanders at every echelon must constantly communicate a tailored "call to action" for every member of their network; ensuring community leaders understand their role in support of Army recruiting operations.

1-35. Commanders must always calculate opportunity costs when making decisions: time spent with CPs represents an investment that must support the commander's end-state. Bottom line: The metric for success in executing network-centric operations is not the size of a network, but rather the effects, as measured against the return on investment (ROI).

1-36. Leaders must determine how to best measure the ROI for each network member. In some cases, the ROI may be access (e.g. from a school superintendent) while in another case the ROI may be leads provided by military units or hospitals. A mayor may provide ROI by signing letters of congratulations for every Future Soldier who joins from his city (improving the Future Soldier's commitment).

1-37. Recruiters at every echelon must engage network members to amplify their efforts to tell the Army story. The position of a key leader within the network informs commanders who is the best organizational asset to engage the leader. For example, battalion and company commanders may focus their efforts to build an education network on school superintendents, while station commanders and recruiters focus on principals and guidance counselors. Similarly, when building a network of community leaders, battalion commanders may focus on mayors of large cities in their AO while company commanders focus on mayors of smaller cities in their AO. Building rapport with network members represents an up-front investment. Once established, sustaining the relationship can take a variety of forms. Leveraging 21st century technologies can reduce the time required to keep network members informed and engaged in support of the Army's recruiting mission.

1-38. Commanders must use their internal network to ensure they build the right external network. Advice from the brigade judge advocate, other commanders, and the advertising and public affairs (APA) specialists will help commanders and recruiting leaders build the right and most effective external network.

THE ARMY'S TALENT ACQUISITION TEAM

1-39. The Army's talent acquisition team consists of Army units outside USAREC that support the recruiting mission. Examples of organizations that can affect operations include local Army units (Regular Army or Army Reserve) and MEPS.

1-40. Significant members of the this network include: TRADOC, Cadet Command,

the Army G1, the Army Marketing and Research Group (AMRG), the Joint Advertising, Market Research and Studies (JAMRS) group, the Army G6, US Army Reserve, US Army National Guard, Special Operations Command, Office of the Surgeon General, the Army Corps of Engineers and the Military Entrance Processing Command (MEPCOM).

1-41. USAREC HQ has primary responsibility for coordination, with these elements. Brigade and battalion commanders along with their staff play an important role in the Army's talent acquisition team, maintaining a common operational picture throughout the planning process, and execution of recruiting operations.

INTERNAL NETWORK

1-42. The internal network consists of every Soldier, DA Civilian and contractor assigned to USAREC, as well as Future Soldiers and Family members.

1-43. The phrase "There is no monopoly on good ideas" applies to recruiting operations at every echelon. In short, every recruiting operation represents a training opportunity. Leaders must aggressively seek out best practices from within their organization and then create forums for cross talk to ensure maximum benefit from a best practice. Moreover, it is the responsibility of every member of the internal network to promote the sharing of best practices, tactics, techniques and procedures across the Command (See figure 1-2).

Forums for Cross-Talk Include:

- **Recruiting ProNet**
- **Social Media**
- **IKROme "Ask the Oracle"**
- **Annual Leader Training Conference (ALTC)**
- **Annual Training Conference (ATC)**
- **Operational Update Brief**
- **Monthly company level training events**
- **Station Commander Quarterly Leader Development (SCQLD)**
- **AGR Training and Reserve Recruiting Partnership Counsel (R2PC)**

Figure 1-2. Cross-talk sites.

1-44. Networking with leaders from other recruiting units promotes mission success. Commanders and recruiting leaders at every echelon must understand that they are not alone: others have faced the same challenges and have developed strategies and tactics to accomplish the mission under similar situations. Leaders at every level must share their best practices with peers and subordinates in support of the overall recruiting mission.

1-45. It is often the recruiter—the sensor on the ground who best knows the environment—who is able to make a recommendation for ways to optimize results or

who is the first to notice changes affecting recruiting operations. Commanders at all levels use this intelligence to provide bottom up feedback to operational strategies in support of the commander's intent or to make recommendations for ways to streamline recruiting operations to optimize results.

1-46. Staff elements are also an integral part of recruiting operations. The staff consists of human resources (S1), marketing and mission analysis (S2), recruiting operations (S3), logistics management (S4), information management (S6), A&PA, Educational Services Specialist (ESS). Also at battalion level, the Virtual Recruiting Station (VRS). The VRS helps facilitates decisive, shaping and sustaining operations. Through content creation and digital marketing analysis in collaborations with market intelligence, VRS are responsible for virtual lead generation, lead refinement, and prospecting through decisive targeting within the battalion area of operations. Virtual recruiting stations conduct shaping operations in support of commanders' intent to build relationships with community partners, promote and support Army events, and influence the public.

1-47. Commanders must establish battle rhythms to ensure all operations remain within the spectrum of excellence. Commanders who are able to maintain a common operational picture across their team understand the importance of networking with their staff, the staff of their subordinate commanders, and their higher headquarters staff.

1-48. Commanders must use their internal network to ensure they build the right external network. Advice from the brigade judge advocate (BJA), other commanders, and Advertising and Public Affairs (APA) specialists will help commanders and recruiting leaders build the right and most effective external network.

INFORMATION SYSTEMS

1-49. USAREC information systems provide commanders with organizational performance data to enable timely decisions. The availability of information creates an environment for commanders and recruiters to see and share tactical opportunities.

1-50. Technology does not make a leader successful. Successful leaders leverage technology to complement and enable their leader skills. Leaders use technology as a resource to help create and sustain an effective network of information sources within their AO. An effective network provides the common recruiting picture similar to the common operating picture the battlefield leader needs to direct their force. Skillful application of the recruiting network makes it possible for commanders to direct their forces for maximum affect.

Chapter 2. Recruiting Operational Concepts

FOUNDATIONS OF RECRUITING

2-1. Trust and credibility are the foundations of recruiting. Recruiters establish, preserve, and strengthen trust and credibility everyday with the American public, which enables the successful execution of recruiting operations. Trust is the foundation and credibility the plane upon which the Army Values maintain a delicate balance (see Figure 2-1).

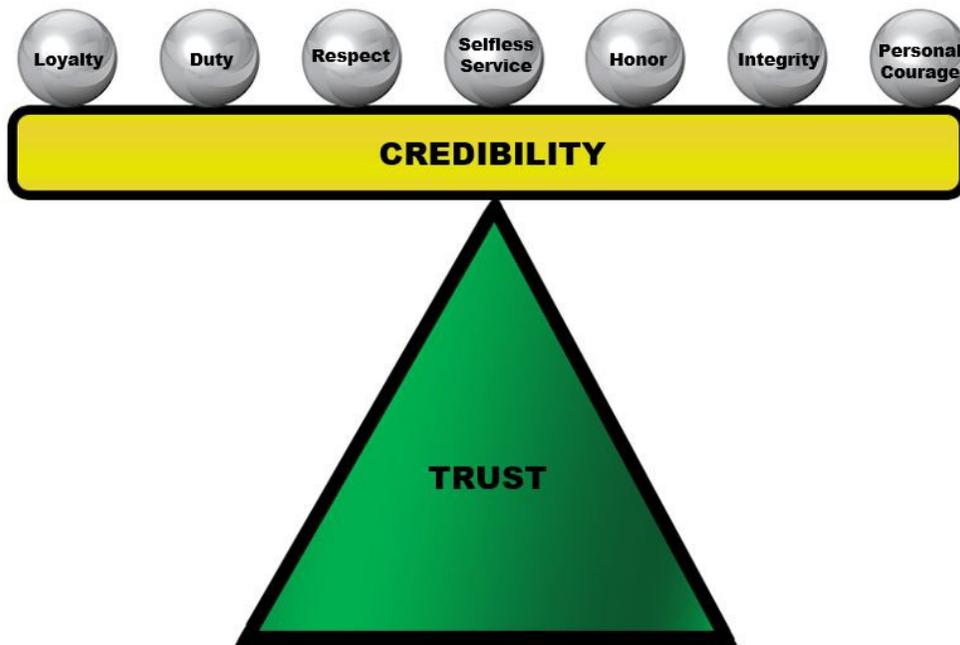


Figure 2-1. Foundations of recruiting

2-2. Loyalty is an Army value that Soldiers owe their subordinates, peers and leaders. Recruiters owe that same loyalty to the citizens of the communities within which they recruit and the Future Soldiers they train and mentor.

2-3. Duty is the moral and legal obligation recruiters and leaders must demonstrate to the citizens they represent, and the individuals they seek for Army service. Recruiters and leaders are responsible for their actions and those of their subordinates.

2-4. Respect is treating everyone with dignity and courtesy, regardless of race, gender, sexual orientation, creed, or religious belief. Recruiters and leaders must actively seek opportunities to better understand the cultures, see other perspectives,

and appreciate what others find important in the recruiting AO. Fostering a positive climate begins with a leader's personal example.

2-5. Selfless service is putting the community and those we seek for Army service ahead of our own. Recruiters and leaders must demonstrate that serving our Nation, as a Soldier is not just a job it is an honor. Recruiters and leaders alike must convey that the Army is an honorable profession in which they can make a difference.

2-6. Honor is the sum of an individual's character and personal conduct. Honor also includes such traits as ethics, and honesty, traits the American people have come to expect from their Army. Recruiters and leaders must ensure this sacred trust is not tarnished or violated. One individual's personal conduct, positive or negative, can have far reaching, and long-term effects on the recruiting mission and perceptions of the Army as a whole.

2-7. Integrity is a key component for winning the trust and confidence of the American people that recruiters and leaders interface with daily. Maintaining this trust and confidence requires high moral standards and honesty in word and deed. Recruiters and their leaders live in a fishbowl and must be mindful of their actions both on and off duty.

2-8. Personal courage of course is a Soldiers ability to put fear aside and do what is necessary both physically and morally. In the recruiting AO however, moral courage takes front and center since we are not facing an enemy. Standing up for what is right, regardless of the circumstances speaks volumes for a recruiters character. Moral courage is a value recruiters must be willing to demonstrate in their role as a trusted agent dealing with America's sons and daughters.

2-9. Our words and deeds directly affect the level of trust the American people place on the Army. Trust builds slowly: Recruiters earn and preserve trust one engagement and one event or operation at a time. The credibility of our force rests on trust, balanced by the values each member holds true. Conversely, noncompliance with just one of the Army values can upset the balance, rapidly deplete this trust, and negatively affect the recruiting environment for years to come. While we cannot force the public to trust the Army, we can take deliberate actions to preserve our credibility. In so doing, we earn and maintain trust from the Nation we serve.

RECRUITING PRINCIPLES

2-10. The recruiting principles provide guidance for Soldiers and Department of the Army Civilians engaged in talent acquisition for the All-Volunteer Force. Application of these principles does not guarantee success; however, they represent time-tested practices that help leaders think about recruiting operations in general terms. Leaders must still apply specific techniques and practices based upon their operational environment. The principles form the acrostic "RECRUIT" (shown in Figure 2-2) to serve as a memory aid.

Principles of Recruiting (RECRUIT)

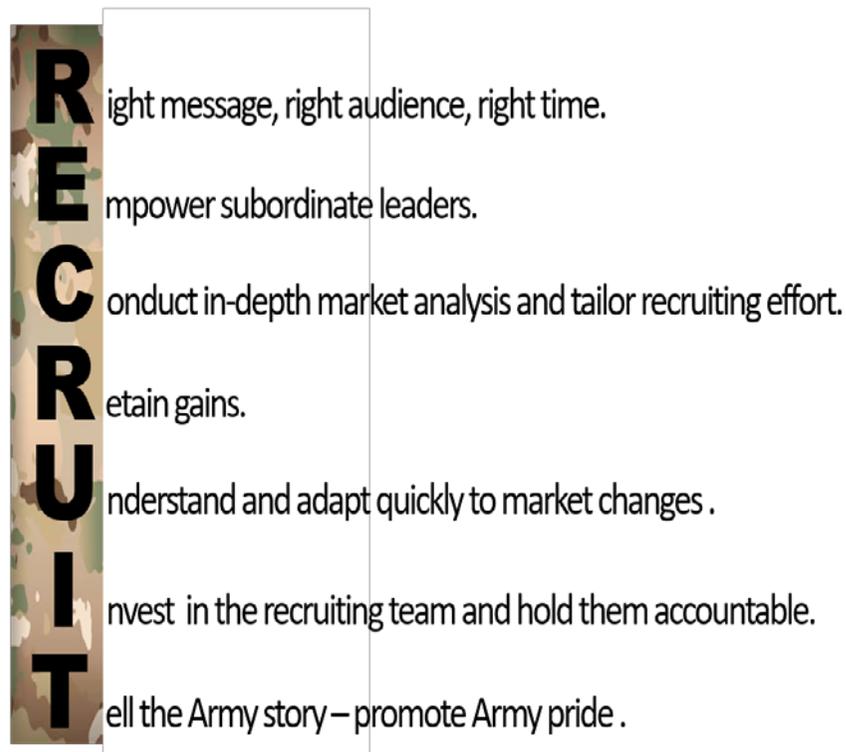


Figure 2-2. Principles of Recruiting

Right message, right audience, right time

2-11. With the targeted communication opportunities available today, recruiters are able to focus their prospecting activities on individuals located in market segments that show a high propensity for military service. Market segments comprise the geographic and demographic characteristics of localities within a recruiting station's AO. The communication methods used to reach these individuals such as text, email and social networks are more personal and tailored for that individual.

2-12. Information technology has created a universal information environment. This information environment enables the instantaneous transmission of information unencumbered by geographic location. It allows recruiters to share information, and shape the targeted audience's perceptions of the Army. Once the recruiting force identifies a target audience, they develop and deliver a compelling message that outlines Army opportunities and resonates with the target audience and their

influencers.

2-13. The right time to execute targeted prospecting operations is in direct relationship with decision points and in conjunction with shaping operations. Decision points are those times that targeted individuals face career decisions. Example decision points: secondary and post-secondary school graduations and end of college semesters. Shaping events are job fairs, professional conferences, and Army sponsored events such as static displays at local level and Total Army in Recruiting (TAIR) events. This principle enables the recruiting force to direct their prospecting operations using the right message, for the right audience at the right time.

Empower subordinate leaders

2-14. Commanders empower their subordinates based on their assessment of the skill and experience of their subordinates. Since recruiting operations occur in a geographically dispersed, decentralized environment it is imperative commanders at all echelons empower their subordinates. Empowering subordinates involves trusting them to make decisions and aggressively pursue their objectives within the commander's intent to achieve the greatest results.

2-15. Commanders must use judgment when empowering their subordinates and determining what authority to delegate. Leaders empower subordinates by training them to do a job, providing their intent, giving them the necessary resources and authority, and allowing them to perform while assessing their performance. Resources include people, units, services, supplies, equipment, networks, information, and time.

2-16. Commanders must determine when to intervene and participate personally in operations. Commanders must avoid trying to do everything themselves or making every decision; such behavior does not give subordinates the experience they need. Effective commanders participate as necessary to guide operations. Empowerment is not telling someone what to do and then explaining in detail how to do it. This is not empowerment but rather prescriptive direction requiring no ingenuity or thought. There is an appropriate time for specific and direct action plans but for most, telling them what to do is sufficient.

2-17. Commanders can empower subordinates verbally, in writing, or both. Examples of empowerment are authority over an area of expertise or technical specialty, a geographic area, or specific kinds of actions. Leaders must create predictable battle rhythms and set conditions for unit success across the entire spectrum of command to include mission accomplishment, safety, training, readiness, supply discipline, administration, and the welfare of Soldiers, and Department of the Army Civilians and Families. Empowerment of subordinates develops leaders and expands commanders' span of control in geographically dispersed operating environments.

Conduct in-depth market analysis and tailor recruiting effort

2-18. Intelligence drives recruiting operations. Leaders at all levels use in-depth market analysis to identify high quality, high payoff targets. Market analysis provides leaders with a common operational picture (COP) that allows them to effectively position their recruiting force and engage markets of opportunity.

2-19. Commanders rely heavily on the observations of their sensors; the recruiter and Future Soldier. These sensors operate in their AO using ASCOPE (areas, structures, capabilities, organizations, people, and events) to describe market considerations as part of the mission variables METT-TC during their Intelligence Preparation of the Battlefield (IPB). Sensors are also valuable in the collection of open-source intelligence (OSINT), which is the discipline that pertains to intelligence from publicly available information. (See ADRP 2-0) Commanders, depending on the geographic dispersion of their AO, may have numerous high pay off market segments they need to exploit. Rather than blanket their entire market with a general message, commanders must tailor their recruiting efforts to meet the needs of their respective market segments.

2-20. Understanding the operating market and knowing what triggers the target market and the influencers to action in any given market segmentation requires continuous in-depth analysis. Gathering market intelligence requires the support of all operators, from all Army components. Gathering, synthesizing, and making the information actionable is a challenge and requires innovative methods, and creative thinkers, capable of identifying trending and stable targets of opportunity.

2-21. Knowing how to gather intelligence and analyze the market is critical to the success of each recruiting operation, performed at every echelon. A recruiting message directed at high payoff targets using a multitude of physical, informational, and social media results in a constant flow of qualified leads seeking Army opportunities.

Retain gains

2-22. Positive gains in the recruiting environment equate to sustained mission success. Positive gains such as establishing relationships with CPs, Future Soldiers, applicants, prospects, leads and the like, is the lifeblood of recruiting and requires constant maintenance. These relationships form the operational environment at station and company level and the external recruiting network at all command levels. Since these relationships are vital to recruiting success, it is also vital to retain them through proper and constant follow-up.

2-23. The Merriam-Webster dictionary defines follow-up: to pursue in an effort to take further action and to monitor the effects of earlier activities. Maintaining a relationship is like maintaining a car. Both require periodic maintenance to keep them functioning at their best. Retaining hard-fought gains such as working relationships with local government officials, school officials and faculty, community partners, and most importantly, the men and women of the target market who are interested in or have

joined the Army. These relationships can help Recruiters gain access to schools, provide qualified referrals, and promote the Army to interested individuals.

2-24. Station and company leaders retain gains by maintaining positive contact with Future Soldiers and their influencers through The Future Soldier program. Retaining gains is a key element of successful recruiting operations. Getting individuals to join the Army is only half the recruiting process; the other half is maintaining them until they ship to training or their assignment.

Understand and adapt quickly to market changes

2-25. The recruiting market changes daily. Changes due to weather conditions, employment factors, post-secondary school opportunities and sister service competition are only a few of the changes that can positively or negatively affect the recruiting market. Leaders must rapidly adapt to changes within the operating environment. They do this through the intelligence gathering of Soldiers on the ground that gives them clear, relevant, and timely information.

2-26. Once a market of opportunity is uncovered, leaders must consider the risk of shifting recruiting operations. A clear statement of commander's intent and priority enables the recruiting force to adapt their operation plans and engage the market of opportunity. Adjustments to the operation plan must include all necessary manpower along with staff support.

2-27. Recruiting leaders adapt. ADRP 3-0 states: "Adaptability reflects a quality that Army leaders and forces exhibit through critical thinking, their comfort with ambiguity and uncertainty, their willingness to accept prudent risk, and their ability to rapidly adjust while continuously assessing the situation." Understanding the market and anticipating changes allows leaders to effectively operate within their AO and react quickly when changes occur to maintain the relative advantage.

Invest in the recruiting team and hold them accountable

2-28. Leaders invest in their recruiting teams by providing purpose (commander's intent), direction (operation order) and motivation (setting achievable goals). Leaders must identify the purpose of the recruiting operation plan so subordinates understand how all recruiting functions work together to accomplish the mission.

2-29. Training and leader development represent an investment leaders make in their team. Leaders determine training through task assessment under live- fire conditions. Leaders conduct on the spot and one on one training during their training assessment. Timely and purposeful training builds confidence in team members and enables effective recruiting operations.

2-30. Morale is an intangible investment that is the product of sound leadership and mutual respect. A recruiting team's morale is a direct reflection of the leader's personality and style. Recruiting teams function better and are more apt to go the extra mile when morale is high. A good attitude is contagious especially when dealing with individuals who are interested in joining the Army.

2-31. Accountability provides the recruiting team with the combined responsibility of making mission. Enabling and empowering a responsible recruiting team through mission command builds unit pride, identifies leaders, and fosters innovation and creativity.

2-32. The recruiting team consists of Soldiers, DA Civilians and contractors who contribute to the overall recruiting mission. Each member of the team plays a vital role in the conduct of recruiting operations. The same holds true for members of the external recruiting network, such as grassroots advisory boards, Partnership for Youth Success members, educators, civic and business leaders, Reserve Ambassadors, Civilian Aides to the Secretary of the Army, veterans' organizations, and community partners that invest their time and efforts in support of recruiting operations.

Tell the Army story—promote Army pride

2-33. The Army tells its story through its people reinforced by print, broadcast, and digital messaging. Every method the Army uses to tell its story serves a purpose. However, the most effective and decisive voice telling the Army story is that of the Soldier who wears the Army Recruiter Badge.

2-34. The recruiter's Army story is personal, and details his own Army experience. The recruiter's Army story may include their initial enlistment experience and subsequent assignments, promotions, awards, campaigns, and assignment locations. The recruiter's personal story reveals the world of the Army to a prospective Future Soldier. It allows them to see the Army through the recruiter's eyes, and picture themselves as Soldiers. The recruiter working face-to-face with a prospective Future Soldier has the most immediate and effective impact on mission success.

2-35. Telling the Army story is not USAREC's mission alone; it is the responsibility of the Army. The Army must inform the American people of its mission, its purpose, and its direction. The Army must deliver the very clear message that today's Army is relevant and ready to fulfill its mission.

2-36. Soldiers telling the Army story builds Army pride. Everyday thousands of members of the Army Family tell their stories in person, through social media sites, or by third party to thousands of Americans.

Science and Art in Recruiting

2-37. Successful recruiting operations require the right balance of art and science at every echelon to optimize results.

2-38. The science of recruiting involves technical expertise to understand, analyze, and interpret on of operational data, trends, and training indicators. Timely access to such information helps team members at every echelon "see themselves" as they make adjustments to optimize results.

2-39. The art of recruiting leverages the experience, knowledge, training, skills, and intuition of team members as they conduct population-centric operations.

2-40. The paradigm of balancing the art and science of recruiting holds true at every level of the command.

2-41. At the operational level, the science of recruiting incorporates capturing metrics such as demographic data of the AO or conversion data of a unit as applicants move through the recruiting process. The art of recruiting at the operational level centers upon how commanders and their staffs translate data points into executable plans that produce results.

2-42. At the tactical level, the imperative of mastering both the science and art of recruiting is equally important. Examples include:

- The application process is science; however, the tactics, techniques and procedures used to acquire and retain talent is an art practiced by recruiters. The recruiters must understand the human condition, and refine interpersonal skills during the execution of their critical tasks, in order to motivate an applicant to serve in the Army.
- Knowledge of local conversion data is science; however, finding ways to improve efficiencies within a company or recruiting station requires experience, judgment, and innovative thinking.
- Knowledge of high-priority targets within an AO is science; “winning” in these markets is an art.

2-43. Team members at every echelon must understand both the science and art of recruiting to succeed. Since recruiting operations represent a fundamentally human enterprise, team members must possess the ability to tailor the science of recruiting operations to their unique circumstances—their AO, their prospects, their applicants, their Future Soldiers, their recruiting network, etc.—in order to succeed.

Chapter 3. Framework for Conducting Recruiting

Operations RECRUITING FUNCTIONS

3-1. The eight recruiting functions, similar to the Army's six warfighting functions provide a common organization for critical functions. The operational framework provides leaders with basic conceptual options for positioning forces and visualizing and describing operations.(See ADRP 3-0).

3-2. Commanders and their staffs use the recruiting functions to plan, prepare, execute, and access recruiting operations. The eight recruiting functions listed in Figure 3-1 form two mutually supporting cycles.



Figure 3-1. Recruiting functions

3-3. The outside ring—Mission Command, Training & Leader Development, and Sustainment—represent leader activities that direct and sustain the recruiting force and support the recruiting process. Mission Command empowers subordinate leaders and provides commanders with the opportunity to assess their subordinates. Unit performance identifies focus areas for training and leader development. Throughout, the higher headquarters sets conditions for success by executing sustainment operations across a geographically dispersed command.

3-4. The inside ring—Intelligence, Prospecting, Interviewing, Processing, and Leading Future Soldiers—represent key tasks in support of recruiting operations. Each of the recruiting functions listed in the interior ring play a significant role in the

recruiting process. A deficiency in any one recruiting function can have a disproportionate effect on the outcome of the recruiting process.

3-5. Each recruiting function plays a critical role in the operations process. Units able to execute all eight recruiting functions simultaneously to standard are capable of sustained excellence. Failure to execute one or more recruiting function to standard, on the other hand, creates conditions for challenges down the road.

Mission Command

3-6. Mutual trust, shared understanding, and purpose are the bases for the exercise of mission command. Commanders understand that some decisions are quick and at the point of action. The six principles that guide mission command (see ADRP 6-0):

- Build cohesive teams through mutual trust
- Create shared understanding
- Provide a clear commander's intent
- Exercise disciplined initiative
- Use mission orders
- Accept prudent risk

3-7. The philosophy of mission command is especially important for commanders assigned to USAREC, a complex organization dispersed throughout the continental United States, US Territories, Europe, and Asia. Mission command is fundamental to both the art and science of recruiting operations as commanders seek to understand, visualize, describe, and direct operations in a geographically dispersed environment. It enables commanders to make informed decisions, assign authority, and synchronize recruiting efforts.

3-8. Commanders at every echelon must leverage their leadership skills, technical proficiency, dedication to mission accomplishment and concern for their team members to succeed. New commanders must set aside time for self-development to grasp the conceptual, technical, and tactical aspects of recruiting operations. Commanders who display adaptability, an eagerness to learn, and a true commitment to selfless service, inspire their subordinates, and win their respect. Commanders must also possess self-awareness, knowing their own strengths and weaknesses, and ability to adapt to changing situations.

3-9. Commanders influence the climate of their units. Sound leadership is necessary to establish an atmosphere of integrity, mutual trust, confidence, and respect between leaders and Soldiers.

3-10. Commanders and their Soldiers face many challenges. Given geographic dispersion and highly decentralized operational requirements, leaders at every level must think and act in adaptive ways. Mission type orders allow subordinate commanders the ability to adjust the plan to their local environments. Commanders must give clear intent, and then rely on their Soldiers and subordinate commanders

to adapt and take action in ambiguous situations. Finally, commanders must provide continuous feedback, leveraging every opportunity to review results and make improvements as part of a learning organization.

Intelligence

3-11. Intelligence drives maneuver by providing the commander with the actionable information—target markets; demographic data; market share; school populations, Army Reserve vacancies, Soldiers qualified for in-service opportunities, etc.—to optimize prospecting operations.

3-12. Intelligence in recruiting operations empowers leaders at all echelons with enhanced understanding of the market to apply scarce resources to high payoff targets.

Prospecting

3-13. Prospecting is the key to mission success since it puts recruiters in contact with qualified individuals who may agree to hear the Army story. Leads can come from a variety of sources such as student and organizational directories, referrals and face-to-face encounters.

3-14. Recruiters have three ways to prospect: telephone, face-to-face, and virtual. Commanders must ensure their teams possess the capability to execute all three prospecting techniques to standard. Commanders must also understand which prospecting techniques are optimal for specific mission sets or areas of operations and then allow subordinate leaders to execute prospecting operations in accordance with the commander's intent.

Interviewing

3-15. The Army Interview is the centerpiece of recruiting and requires both science and art in execution. All recruiting functions either support or are the direct result of the Army Interview. The Army Interview enables recruiters to combine their training, experience, and counseling skills to guide individuals through the goal setting and career planning process. To be successful, recruiters must demonstrate strong interpersonal skills, possess an outgoing personality, display knowledge of Army programs and opportunities, and demonstrate how the Army can help an applicant achieve their goals, ambitions, and aspirations.

Processing

3-16. The processing function ensures only qualified applicants enlist, commission, or reclassify. Processing is pure science: it requires subject matter expertise and attention to detail. Processing evaluates an applicant's qualifications to ensure they are morally, medically, and mentally qualified for Army or special service. Processing begins when the prospect agrees to apply for the Army or volunteer for a medical or special operations reclassification.

Leading Future Soldiers

3-17. Applicants become Future Soldiers once they enlist into the Delayed Entry Program (DEP) or Delayed Training Program (DTP) and are awaiting Initial Active Duty Training (IADT). The Future Soldier Training Program (FSTP) prepares new members for the rigors of initial entry training, school, and life as a Soldier. The Future Soldier remains in the program until the day they ship. The program prepares the new Soldier mentally, emotionally, and physically for Army service. Preparation includes leadership and counseling from the recruiter, physical fitness training, and formal training via Army distance learning.

Training and Leader Development

3-18. USAREC engages all three domains of the Army Training and Leader Development Model: institutional, organizational and self-development (see ADRP 7-0).

3-19. Institutional training supports the progressive and sequential development of leaders as they prepare for new assignments requiring increased levels of leadership and technical expertise. Institutional training supports both the science and art of recruiting operations and represents an investment in team members by reducing learning curves before they assume new roles and responsibilities in their next assignment.

3-20. Effective organizational training is a cornerstone of operational success. Commanders are responsible for establishing predictable training opportunities and then ensuring that the training takes place in accordance with the Army principles of unit training (see ADRP 7-0). Since recruiting operations are continuous, the principle to “train while operating” applies to leaders at every echelon.

3-21. Commanders develop training plans based upon required training events and identified skill gaps within their recruiting force. Commanders possess multiple tools to identify training deficiencies, to include mission accomplishment, trends analysis, AARs, Company/Station Training Assessment Review (CSTAR) and commander observations. Commanders then develop tailored training to address identified skill gaps to improve individual and unit performance.

3-22. Self-development is the third domain of the Army Training and Leader Development Model. Self-development is the responsibility of every Soldier and DA Civilian. Leaders must encourage members of their team to set aside time to expand their current skill sets. By so doing, leaders demonstrate their support of the career goals of their team members.

3-23. Commanders cannot be too busy to invest in their teams by executing robust leader development programs. Leaders have many tools at their disposal to conduct leader development programs. Tools may include conducting formal classes, providing opportunities for Soldiers or DA Civilians to temporarily assume additional responsibilities and receive feedback on their performance, conducting routine performance counseling, and providing Soldiers with an opportunity to receive 360

assessments. Allocating time upfront to improve leader performance will pay dividends in the end. Commanders have a responsibility to set conditions for success in both the near and long-term. Planning, executing, and assessing a vibrant leader development program is one measure of a commander's ability to set conditions for long-term success.

SUSTAINING OPERATIONS

3-24. Sustaining operations focuses resources to support the commander's intent and the concept of operations during execution of decisive and shaping operations. Sustaining operations also ensure that team members possess the resources they will need—facilities, transportation, equipment, IT support, —to accomplish all assigned missions.

3-25. In USAREC's geo-dispersed environment, sustainment functions also play a critical role in supporting Soldiers, DA Civilians, and their families. Sustainment functions provide team members with services comparable to Soldiers and family members living on military installations.

3-26. Commanders at all levels must think long range with respect to sustainment. Many sustainment functions, such as marketing and outreach, require weeks or even months of planning and coordination. Limited time, money, personnel, and equipment require commanders to carefully study their markets to find out where, when, and how to employ scarce sustainment resources.

3-27. Commanders must establish systems to monitor the expenditure of resources—such as advertising, applicant travel, operational funding training, etc.—as operations transition from the planning phase to the execution phase. Under-execution of resources, or failure to capture return on investment, can result in future resource reductions.

Executing the Eight Recruiting Functions within the Band of Excellence

3-28. Recruiting operations must address every recruiting function. A strength in one function can positively affect other recruiting functions. Examples include:

- Solid market intelligence enhances prospecting efforts
- Well-conducted Army Interviews set conditions for success in both processing and Future Soldier retention.

3-29. On the other hand, a deficiency in one function will negatively affect other recruiting functions. Examples include:

- Failure to lead Future Soldiers by ensuring they are motivated and prepared to join the Army. Losing a Future Soldier creates additional work across multiple recruiting functions in order for a unit to make up the shortfall.
- Unreliable sustainment functions can undermine recruiter focus and energy on

prospecting and processing.

OPERATIONAL IMPERATIVES

Know Your Area of Operations

3-30. The operational environment for each operation differs and evolves as each operation progresses (ADRP 3-0). Leaders must leverage all resources available to ensure thorough understanding of their AO, to include the effect of recent and on-going operations. The Army's eight operational variables (PMESII-PT) provide a framework for commanders at all levels to assess their operational environment.

3-31. Commanders must also utilize additional sources of information (e.g. the propensity of individuals in their AO to join the Army) in order to truly understand the "potential" of their AO. No single data point truly reflects the potential of a market. For example, a poor economy may temporarily overcome low market propensity. As the economy improves, however, other variables—such as recruiting incentives — may play a larger role in setting conditions for mission success.

Know Your Competition

3-32. The competition for talent in the 21st century requires commanders to know their competitors and to establish mechanisms to compare outcomes.

3-33. Competition comes in many forms, to include sister services within the Department of Defense (DOD) and other non-DOD job opportunities. When commanders see that they are losing the fight for talent to others, they must determine the cause and then tailor their operations to overcome the identified shortfall. Conversely, when commanders assess that they are winning the fight for talent, they must understand why and find ways to either maintain or even increase their competitive advantage. Failure to do so represents a missed opportunity to set conditions for long-term mission success.

Know Yourself

3-34. Running estimates help commanders at every echelon see themselves. Tools such as the Commander's Unit Status Report, Mission Essential Task List (METL) assessments, staff assistance visits, command climate surveys, command and staff metrics and even the recruiting mission itself—the decisive effort—represent just a few of the many tools commanders possess to assess their organization.

3-35. One methodology to help commanders see themselves is an analytical framework known as SWOT (Strengths, Weaknesses, Opportunities, and Threats). SWOT analysis is a method for examining internal and external conditions for the development of strategies. Strengths and weaknesses are internal in origin, while external conditions reflect opportunities and threats. The SWOT analysis occurs at all levels of operations and is a running estimate. See appendix A for overview on how to capture SWOT information (See UTC 5-01, Mission Command).

3-36. When applying this methodology, commanders consider the operational variables (PMESII-PT), and extract information through mission analysis and running estimates to identify these factors. This combination assists the commander in understanding the strategic and operation environment, and their relationship to each mission. Commanders apply their judgment to minimize or eliminate weaknesses, exploit strengths and opportunities to improve results, and mitigate threats that may impede mission accomplishment.

3-37. Another methodology to help the commanders see themselves is analyzing unit performance through the lens of the recruiting functions. This process, termed Recruiting Functions Analysis (RFA), identifies trends and gaps in recruiting tasks, systems, and processes which may affect unit performance. The RFA occurs at all levels of operations and is a running estimate. The RFA can identify chokepoints and other obstacles that prevent a unit from recruiting to its true potential. See appendix A on how to capture RFA information (See UTC 5-01, Mission Command).

3-38. The recruiting operations process follows the normal process of Army operations. The SWOT and RFA play a significant role in the process to understand the problem. (See figure 3-2 for an overview of the recruiting operations process).

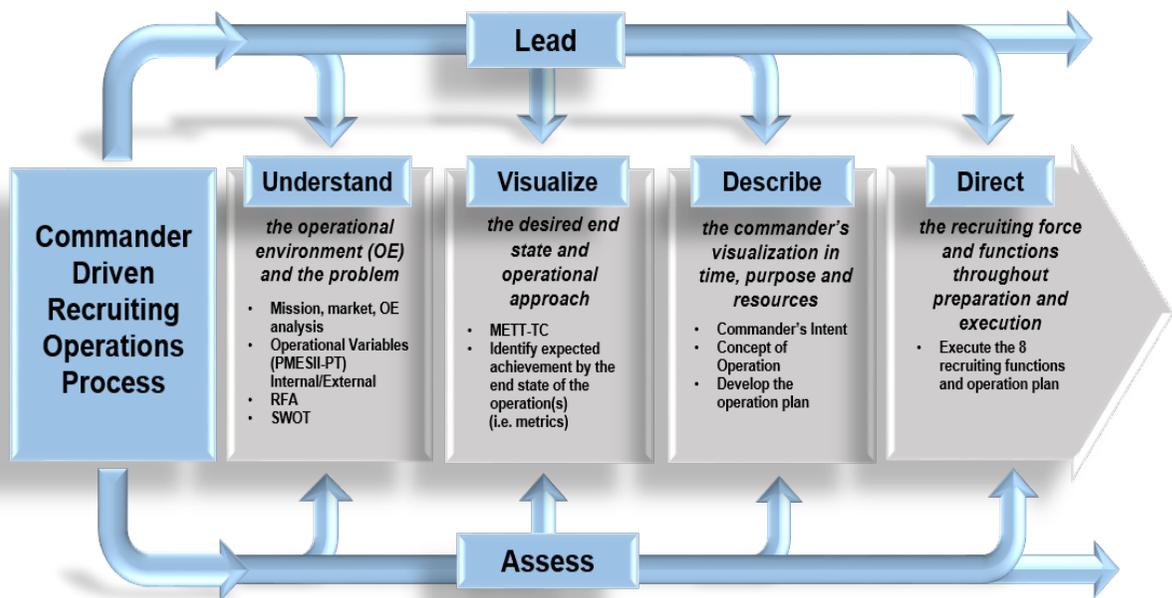


Figure 3-2. The Recruiting Operations Process

3-39. The annual operations order (OPORD) creates “predictability” by identifying all known requirements (e.g. training requirements, taskings, marketing events) while leveraging mission command to enable subordinate units to optimize results within the commander’s intent. At every echelon, the OPORD nests under the plan of higher HQs and allows for “bottom up” refinement to “top down” planning efforts.

3-40. The OPORD provides holistic guidance for the execution of recruiting operations. Units issue WARNOs and FRAGOs to ensure common understanding of

evolving operational requirements in accordance with the one-third / two-thirds rule to ensure maximum time for subordinate elements to adjust their plans to meet the intent of the next higher commander.

3-41. The process of developing the annual OPORD in USAREC begins in the 3rd QTR prior to start of the mission year. Planning and execution of the OPORD at USAREC HQs to the recruiting company is a 15-18 month period. This period allows for planning, targeting, supporting, and nesting assets and operations at all levels. (See figure 3-3)

USAREC Operations Planning Process

- Receive recruiting mission 3rd QTR before Fiscal Year (FY) starts
- Planning (MDMP/TLP/OPORD development/issuance) thru mission execution is a 15-18 months process
- USAREC thru Company – issues 5 paragraph OPORD format
- Company – Brigade back brief of recruiting plan to higher HQs for approval during 3rd/4th QTR prior to mission start
- All plans are NESTED – plan supports higher HQ's intent and end-state objectives
- Assessments: Quarterly-Monthly results

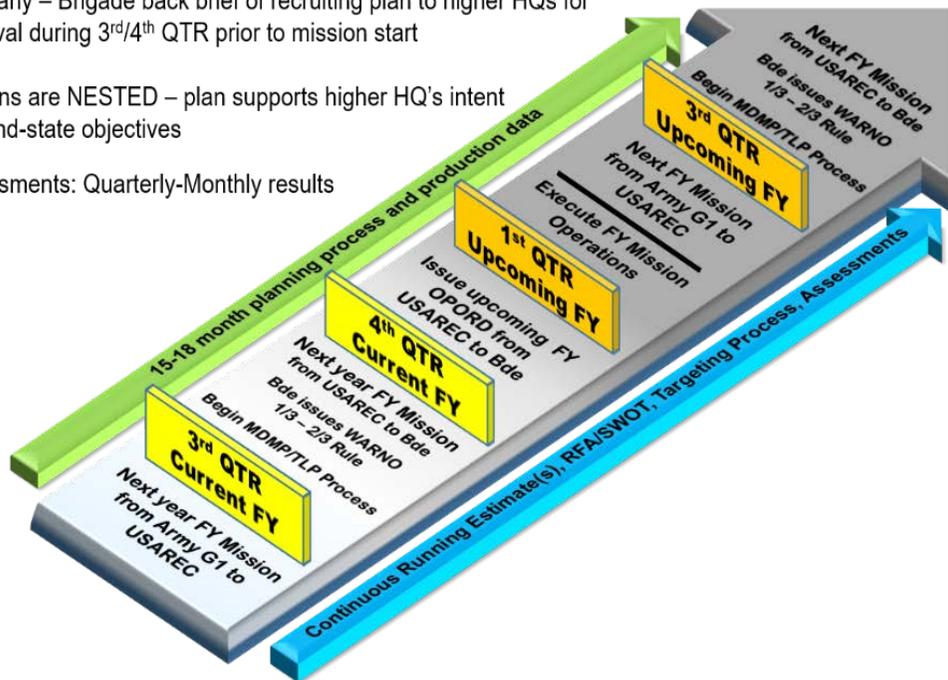


Figure 3-3. Annual operation plan and OPORD development overview

3-42. Commanders leverage mission command to drive the operations process through understanding, visualizing, describing, directing, leading, and assessing (see ADRP 6-0). The OPORD incorporates the commander's understanding of the environment, leveraging unit strengths and opportunities while mitigating unit weaknesses and threats to provide actionable objectives to subordinate elements through mission command.

3-43. Running estimates, such as the SWOT and RFA, play an important role in mission analysis (Step # 2 of MDMP or step 1 of TLP) as depicted in figure 3-4.

3-44. MDMP steps 3 – 5, or TLP step 3, describe the process by which commanders lead their staff through developing, analyzing and comparing courses of action to achieve optimal results as depicted in figure 3-4.

3-45. Steps 6 and 7 of MDMP—COA approval and orders production—mark the transition from planning to execution. When executing TLP—COA approval occurs during step 3.

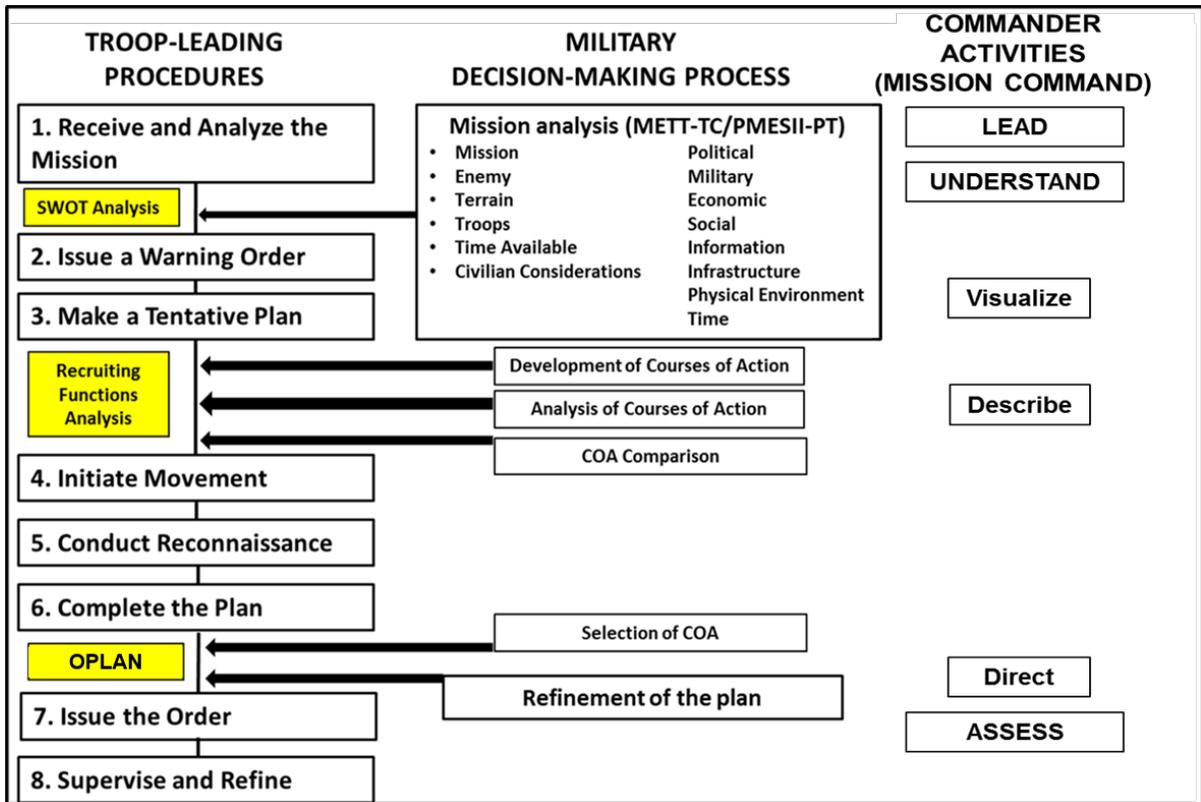


Figure 3-4. Running Estimates --such as SWOT & RFA - Support of Mission Analysis

3-46. Issuing the OPORD is step 7 of the MDMP, step 6 of the TLP. Throughout every step of MDMP, the commander is the most important participant. Commanders use their experience, knowledge, and judgment to guide staff planning efforts. During the MDMP, commanders focus their activities on understanding, visualizing and describing (see ADRP 5-0).

Chapter 4.

Applying Operational Art in Support of Recruiting Operations

4-1. A team of well trained, informed, resourced, and well-led recruiters situated in close proximity to their target market to support the strategic imperative to enlist talent in support of the All-Volunteer Force. Commanders at every level seek to set these conditions whenever possible.

4-2. Conditions on the ground, however, are not always ideal. The operational environment is ever-changing: demographics evolve; economic factors can affect propensity; accession policies change; mission requirements rise and fall, resource levels dedicated to the recruiting mission wax and wane; and experience levels within units change as personnel transfer from one duty location to another.

4-3. Commanders are responsible for setting conditions for unit success. Part of conditions setting is the application of the operational art in support of recruiting operations. Operational art is “The cognitive approach by commanders and staffs – supported by their skill, knowledge, experience, creativity, and judgement – to develop strategies, campaigns, and operations to organize and employ military forces by integrating ends, ways, and means.” (See JP 3-0).

4-4. This chapter addresses some of the tools and methodologies commanders have at their disposal to set conditions for success at the tactical level.

ORGANIZING THE FORCE

4-5. The number of recruiters and facilities assigned to the unit changes over time. Unit boundaries also fluctuate as the number of units in USAREC expand and contract in accordance with variables such as the production mission and resourcing levels. Accordingly, Brigade and Battalion Commanders must lead their staffs in an analysis of their AO to validate that their force structure best supports the recruiting mission. Commanders must conduct their analysis with a full understanding of their constraints: resources such as recruiters and facilities are limited. Commanders align force structure within their operational environments through the Position, Analysis, and Evaluation (PAE) process to maximize results.

PAE Description

4-6. The PAE is a systematic approach for defining the operational recruiting environment. It determines the size of the force and its positioning throughout the area of operations. The objective of the PAE is the determination of resources to the recruiting market to achieve maximum success at the recruiting mission.

4-7. A PAE begins with the proper framing of the operational recruiting environment. The PAE requires a blend of art and science to provide a contextual understanding of the geographical location. Using relevant qualitative factors, an understanding of the conditions and circumstances will support the design and decision-making on an operational approach that maximizes recruiting success.

- The science considers factors like historical production, current and projected demographic market factors from census data, location of qualified military available (QMA) populations, Army Reserve (AR) Troop Program Unit (TPU) requirements where students live, and geographic features and road networks that determine commuting patterns.
- The art considers insight from leaders on the ground that inform on the history, culture, current state, and relevant actors in the recruiting environment.

4-8. A PAE is a staff intensive study since the PAE crosses every staff function at the battalion level and integrates brigade and USAREC HQ staff involvement. A successful PAE depends upon effective communication and documentation within the battalion headquarters and between the different echelons of command.

4-9. The end state of a PAE provides a comprehensive market analysis that incorporates the local knowledge and experience of the company and station commanders and yields decision on the following items that define the operational approach for engaging each market area:

- Boundaries for recruiting market areas that is distinct and contiguous.
- The appropriate allocation of recruiters to maximize recruiting potential.
- Facility locations that allow efficient market engagements.

SYNCHRONIZING EFFECTS THROUGH THE TARGETING PROCESS

4-10. Targeting represents another technique commanders at all levels possess to set conditions for success at the tactical level. Targeting is the process of selecting and prioritizing targets and matching the appropriate response to them, considering operational requirements and capabilities. Targeting is continuously refined and adjusted between the commander and staff as the recruiting operation unfolds. Today's complex operational environment requires the integration of a myriad of influencing assets. The targeting process weighs the benefits and the cost in order to determine which targets are most likely to contribute to achieving the desired end state by adhering to the following principles:

- The targeting process focuses on achieving the commander's objectives efficiently and within the set parameters. Every target nominated must contribute to attaining the commander's objectives and ultimately impacts recruiting markets by increasing recruiting lead and prospect generation.
- Targeting is concerned with the creation of specific desired effects through information and influencing actions. Target analysis considers all possible means to achieve desired effects, drawing from all available capabilities. The art of targeting seeks to achieve the desired effects with the least risk and expenditure of time and resources.
- Targeting is a command function that requires the participation of many disciplines. This entails participation from all elements of the unit staff, special

staff, special augmenters, and other agencies and organizations.

- Targeting is a rational and iterative process that methodically analyzes, prioritizes, and assigns assets against targets systematically to achieve those effects that will contribute to achieving the commander's objectives.

4-11. The targeting process requires commanders to conduct continuous assessment throughout the plan, prepare, execute, and assess operations process.

TARGETING METHODOLOGIES

4-12. The Army's targeting methodology using the functions of decide, detect, deliver and assess (D3A) applies to recruiting operations. Targeting can be deliberate (planned targets) or dynamic (targets of opportunity and changes to planned targets or objectives). Commanders may opt to apply other targeting methodologies—Find, Fix, Track, Target, Engage, and Assess (F2T2EA) or Find, Fix, Finish, Exploit, Analyze and Disseminate (F3EAD)—as appropriate. Both are consistent with D3A methodology. (See ADRP 3-09)

Decide

4-13. The staff develops "decide" information to address what, when, where, and in what order to target during the planning phase. The staff also conducts running estimates, identifies high value and high payoff targets, and the measures of performance (MOP) and measures of effectiveness (MOE) to inform the commander's targeting audience and desired effects. Potential examples include:

- Prior service Soldiers for enlistment in the Army Reserve.
- Applicants who already possess a specific skill (e.g. a language).
- High school seniors who score 50 or above on the ASVAB.
- Potential medical students with a qualifying minimal score for acceptance criteria.
- Undergraduates completing the Medical College Admission Test (MCAT) or Dental Admissions Test (DAT).

Detect

4-14. During the preparation phase, commanders determine the location of people possessing the required talents, attributes, and characteristics. Potential examples include:

- Coordinating with Veterans Affairs (VA) officials at colleges and Army personnel at Separation Transition Centers to obtain names of prior service Soldiers located in proximity to Army Reserve unit locations.
- Using demographic data and the unit's external recruiting network members to determine enclaves where people who speak a given language live and work.
- Identifying priority schools based upon student populations, historical test

scores, and propensity to serve in the military.

4-15. After commanders have identified locations, the next step is to plan an engagement strategy that will produce results. Some engagement strategies, such as directing Engagement Team members to a given location, may require no external assets. Other engagement strategies may require external resources. Commanders must possess a thorough understanding of all assets available to augment efforts at the tactical level. Figure 4-1 depicts examples of resources at each echelon.

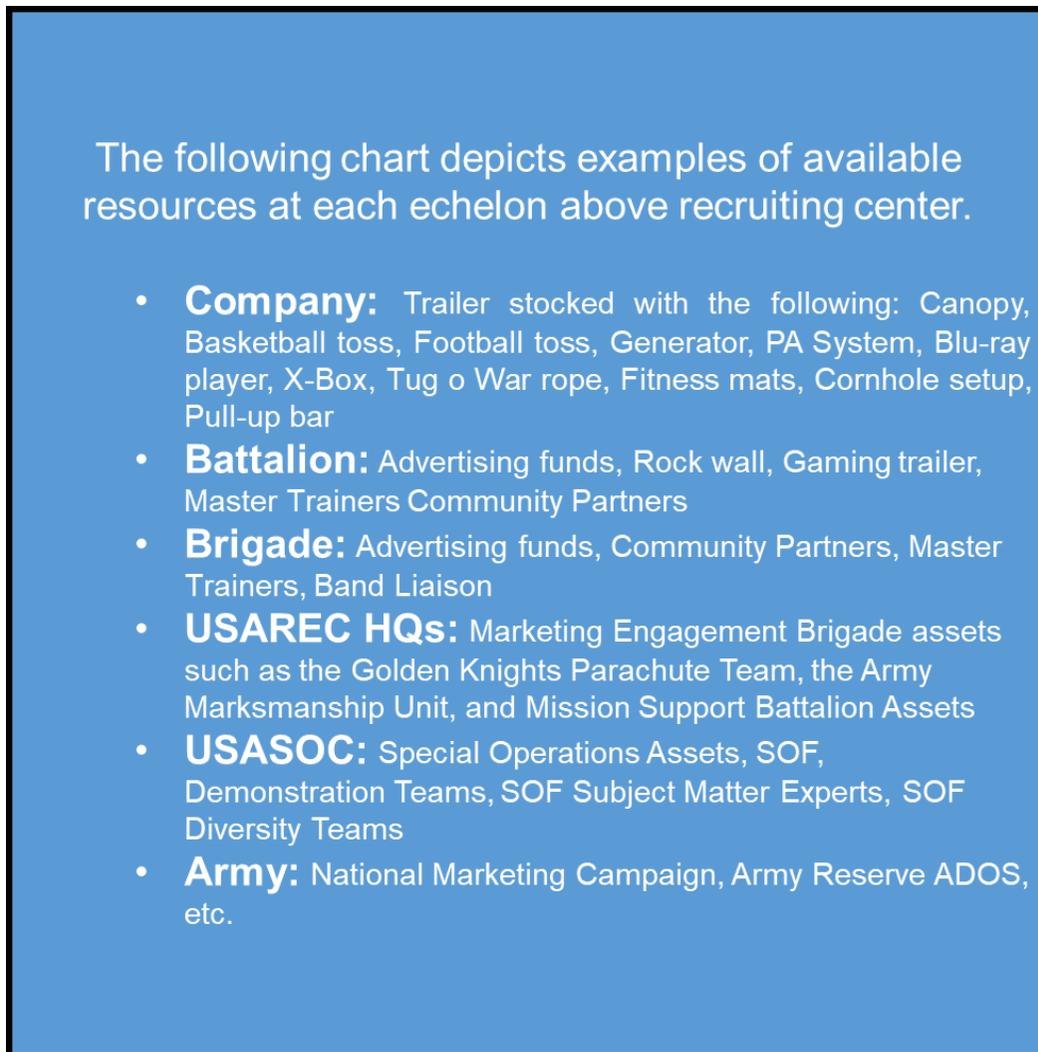


Figure 4-1. Echelon Resource Chart

4-16. During development of engagement strategies requiring external resources, commanders nominate events that nest within the priorities of the next higher headquarters. As part of the nomination process, commanders will normally

articulate anticipated return on investment, external resources required and any other pertinent information (such as when the event will take place) necessary for the next higher commander's evaluation.

Deliver

4-17. During the execution stage, the commander assesses the operation and, if necessary, adjusts the plan to optimize results.

Assess

4-18. Immediately after every event, units must conduct an After Action Review (AAR) that analyzes the planning and execution phases of the event. By formally recording "sustains," "improves," and "recommendations," units demonstrate that they are a learning organization.

4-19. Recording return on investment is a key component of the AAR process. How many leads did the event generate? How many appointments? How many contracts? Failure to capture return on investment undermines efforts to link external resources to mission accomplishment and may result in decreased funding levels down the road.

4-20. Commanders lead the targeting process by incorporating targeting boards and fusion cells into their battle rhythms. Collectively, targeting boards and fusion cells help the commander allocate scarce resources in support of command priorities.

Targeting Boards

4-21. Targeting boards, led by the commander, synchronize resource allocation in support of command priorities. Targeting boards play a key role throughout the D3A process by providing a forum for supported commanders to nominate events requiring external resources to the supporting commander for approval.

4-22. The targeting board follows the same agenda as the targeting working group. The working group comprised of staff members and subordinate commanders review the synch matrix then develops a plan to provide the requested support within prioritized markets. The commander or their designated representative chairs the board. The targeting board usually includes XO/DCO, S2, S3, (RA and AR operations officers or NCOs), ESS, A&PA, and VRS. Subordinate unit targeting boards should nest themselves with the higher headquarter targeting cycle. Upon completion of the targeting board, disseminate the approved targeting results and products to subordinate units. Key tasks include:

- Staff members share timely information influencing operations. In some cases, a staff member may recommend a target. For example, the S2 may recommend increased focus on a key geographic zone or the Education Services Specialist (ESS) may recommends increased focus on high priority schools.

- The supported commander nominates events requiring external resources in accordance with command priorities to the supporting commander. As part of the nomination process, the supported commander includes information such as:
 - How the event nests with command priorities
 - Anticipated return on investment
 - External resource requirements
 - Detailed explanation of the concept of the operation
 - Approval by the supporting commander initiates the allocation of resources to the supported commander

Fusion Cells

4-23. Fusion cells also play a key role throughout the D3A process by continuously monitoring and managing the commander's approved targeting plan.

4-24. Fusion cell composition. At brigade and battalion levels, fusion cells, under the supervision of the XO, include representatives from the S2, S3, ESS, APA chief, virtual station commander, and other staff elements as required.

4-25. Key tasks include:

- Continuously assess the environment and operations in support of the commander's approved targeting plan.
- Ensure identification of all assets and resources, availability, and proper employment to support the commander's intent.
- Monitor bottom-up implementation, refinement, and reporting.
- Provide timely fusion of information and plans to maintain a common operational picture across the staff and between echelons of command.
- Support accurate analysis of the effects of the targeting plan.
- Review and analyze data to identify any challenges and opportunities that could affect the allocation of assets and resources.
- Monitor on-going actions to ensure events and advertising support the targeting plan down to the lowest level.
- Ensure resources align with the supporting commander's targeting plan.

OPERATIONAL FRAMEWORK

Decisive, Shaping and Sustaining Operations

4-26. Recruiting operations fall into three categories: decisive, shaping and sustaining. Decisive operations put Soldiers in direct contact with the eligible prospects to accomplish the recruiting mission and expand markets. Shaping

operations establish conditions for successful decisive operations through effects on the target market. Sustaining operations maintain the recruiting force and their Families while supporting both decisive and shaping operations. Shaping and sustaining operations set the conditions for successful decisive operations.

MAIN AND SUPPORTING EFFORTS

4-27. To optimize results, commanders at every echelon must continuously monitor their environment to ensure the main effort has sufficient resources to accomplish the mission. When resource shortfalls exist, the commander may need to reallocate assets to the main effort. In so doing, the commander will designate other efforts as economy of force missions.

4-28. Variables such as seasonality, shifting target markets and real-time results may cause the commander to shift the main effort during execution of operations. This decision will result in the reallocation of both mission requirements and accompanying resources. Potential examples include:

- Reallocation of the production mission to the main effort
- Reallocation of advertising dollars
- Designating higher manning levels to the main effort
- Allocating both internal and external assets in support of the main effort

4-29. The decision to redistribute mission requirements and resources requires that commanders fully understand the capabilities, limitations and recruiting potential of subordinate units to ensure the decision will achieve intended effects.

MAINTAINING BATTLE RHYTHMS

4-30. Battle rhythm helps commanders stay within the band of excellence across all command responsibilities. Operational tempos will fluctuate; however, established battle rhythms help commanders maintain predictability for Soldiers, DA Civilians, contractors, Future Soldiers, and Family members. In short, establishing and maintaining battle rhythms help commanders.

4-31. Battle rhythms play an integral role in mission command. Routine reports and running estimates help the commander “see” the unit, identify trends, tee up decision points and highlight areas requiring command emphasis.

4-32. The absence of a battle rhythm, leads to missed opportunities, internal inefficiencies, and creates an unpredictable environment where the tyranny of the urgent often trumps execution of approved plans. Such a climate places commanders in a reactive—vice proactive—posture while placing unnecessary strain on the unit.

MASTERING TRANSITIONS

4-33. Commanders must proactively identify transition points in order to maintain

continuous operations within the band of excellence across all recruiting functions.

4-34. Transitions occur whenever new individuals join or depart the team. Examples of transition points and mitigating strategies include:

- Commanders mitigate internal personnel transitions by proactively identifying the need for a backfill to avoid underlap, by ensuring thorough right-seat / left-seat rides and by leveraging Knowledge Management best practices (e.g. continuity books and well-established SOPs).
- Commanders mitigate turnover from within their recruiting networks (e.g. a new school superintendent) by meeting with the replacement and articulating how collaborating with the Army represents a “win-win” opportunity.

4-35. Calendar/seasonal events can also mark transitions. Examples of transition points and mitigating strategies include:

- Funding at the beginning of a new fiscal year can be problematic - Commanders mitigate this effect by proactively planning events at the end of a fiscal year to serve as a bridging strategy.
- Deployment cycles can affect recruiting for specific Army Reserve units and in-service recruiting mission - Commanders mitigate this effect by ensuring subordinate units incorporate deployment cycles into their prospecting plans.
- For in-service recruiting units, knowledge of course start dates (e.g. Special Forces Assessment and Selection Course) allows subordinate units to match recruiting efforts to training seat availability to maximize results.
- Schedule boards for medical officers around key dates each year to include school start dates, officer training, and national match days. Commanders must proactively identify all key board dates each new fiscal year to ensure success.
- Schools follow seasonal patterns. Proactive commanders leverage this knowledge to maintain continuous prospecting efforts. For example, the time to plan for contacting new high school seniors over the summer break is when they are still juniors.

RISK

4-36. Commanders must always balance mission accomplishment against risk. Even though commanders cannot eliminate all risk, risk mitigation is an inherent command responsibility. Commanders integrate risk management during all phases of an operation. During the planning phase, risk management influences commander guidance, end state, task organization, and COA development. During execution, risk management helps commanders reduce risks associated with changing conditions and shifting priorities. During assessment, risk management helps to shape future operations.

4-37. When assessing risk, commanders must assess both aspects of operational risk: both risk to mission and risk to force. Risk to mission identifies effects of

potential decisions on overall mission accomplishment. Risk to force identifies factors that can affect the safety, health, and well-being of the unit.

4-38. Uncertainty and risk are inherent in the nature of everyday operations in a geographically dispersed command. The success of any recruiting operation relies on the willingness of a commander to balance risk with opportunity when taking bold, decisive action to accomplish the mission. Commanders who effectively identify and control mission variables during the planning phase set conditions for recruiting operations performed to standard during the execution phase.

4-39. Making reasonable estimates and intentionally accepting prudent risk are fundamental to mission command, since commander's focus on creating, and then exploiting, opportunities.

4-40. Accepting prudent risk is not gambling. In a calculated risk, the next higher commander becomes part of the decision to accept a high risk and establishes mitigation strategies in the event the operation fails. In a gamble, the next higher commander is not part of the decision. Should the operation fail, the subordinate unit cannot self-recover and the higher commander must reactively change the operation plan or commit resources to avoid mission failure. Commanders can recover from a risk; they cannot recover from a gamble.

CONCLUSION

4-41. Soldiers and DA Civilians serving in USAREC must excel at the strategic, operational, and tactical levels in order to succeed in population-centric operations. Just as the strategic corporal can affect the outcome of the larger operation in theater, every Soldier and DA Civilian contribute to the strategic mission to acquire the best talent in support of the Army 2025 and beyond.

4-42. The characteristics, traits, and skill sets needed to excel in recruiting operations require the Army's best leaders serving at each level of command within USAREC.

- **Characteristics:** Recruiters serve in positions of special trust. We are the face of the Army in our communities: our actions—or inactions—can shape the attitudes of a community toward military service for many years, for better or for worse.
- **Traits:** Soldiers and DA Civilians serving in USAREC are the first line defenders of the Profession of Arms. The Soldiers we permit to enter our profession represent the next generation of our Army.
- **Skill sets:** Recruiting operations serve as a proving ground to assess the ability of leaders of all ranks to execute population-centric operations in a decentralized, geo-dispersed environment.

4-43. USAREC's mission is to recruit the talent needed to enable the Army to win in a complex world. Failure to accomplish USAREC's assigned mission translates directly to loss of Army combat power to defend the nation. The Army is counting on USAREC to sustain the All-Volunteer Force—today and tomorrow

Appendix A

SWOT and RFA Methodology

A-1 Commanders develop the SWOT analysis independently of the RFA but together they form the operational analysis, which feeds into the elements of the OPORD.

SWOT

A-2 The SWOT and mission analysis provide the internal and external factors, and the environmental information to form the basis of developing the plan. This analysis identifies factors that will promote or degrade mission accomplishment. The recruiting functions should not be the variables considered against the SWOT when determining internal and external issues. Considering the recruiting functions as variables limits the analysis to recruiting tasks and systems and excludes the current environment. This is not the intent of the SWOT analysis.

Figure A-1 illustrates of the SWOT methodology.

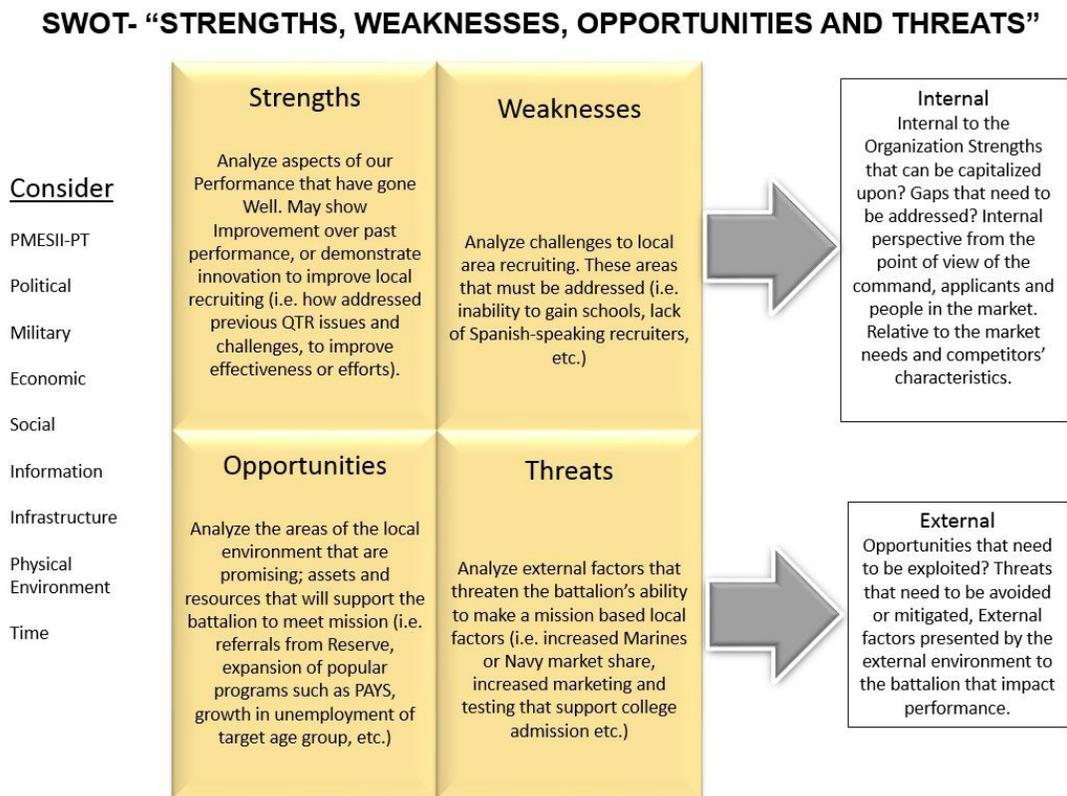


Figure A-1. Applying the SWOT Methodology to Create Running Estimates

A-3 Figure Continuous dialogue between the supporting commander and the supported commander helps both echelons of command maintain a common operational picture. The SWOT methodology provides commanders with a common framework when assessing organizational performance. Examples of questions that can promote shared understanding and common purpose include:

- Strengths:
 - “Why is the unit doing well in this category?”
 - “Can other units benefit from the tactics, techniques, and procedures being used?”
- Weaknesses:
 - “What are the root causes for underperformance?”
 - “What is the plan to improve results?”
 - “Does the unit require external resources?”
- Opportunities:
 - “What resources is the unit not fully leveraging to optimize results?”
 - “Has a recent change in the AO provided the unit with a new opportunity to optimize results?”
- Threat:
 - “How does the unit mitigate the threat?”
 - “Does the unit require external assistance?”
 - “Does the threat affect other units?”

RFA

A-4 The eight recruiting functions are the fundamentals of the recruiting process. The information derived from each function allows commanders to assess proficiency in recruiting operations. Commanders and staff assess the information from each recruiting function as part of the mission analysis and development of running estimates. The assessment assists commanders to develop and synchronize their recruiting plans. The company recruiting functions analysis example in figure A-2 shows how this analysis can assist commanders during the development and synchronization of their annual operations plan.

Understand – Recruiting Functions Analysis (RFA) PHASE 1 - Step 1

RECRUITING FUNCTION	REVIEW/ANALYZE	GUIDANCE	ANALYSIS	ASSESSMENT
			Review and analyze each area	What needs to be done to respond to your analysis?
Mission Command	After Action Reviews	Review notes from AARs	Events historically show to be undermanned limiting the ability to engage post the set-up booth. Recruiters need to engage.	Increase recruiter ratio to 1:1000 expected participants. Conduct rehearsals prior to any event.
	Weekly Planning Meetings	Review notes from meetings	SC & Recruiters are working re-actively due to lack of planning	Establish a set company battle rhythm. Enforce station level battle rhythms needed with the company to provide predictability.
	Electronic Planning Guides	EPG's	Planning guides are not being completed W/R SOP	Enforce a 2 week hard plan and 4 week shell approval Friday
	In Progress Reviews	IPRs	IPRs are only identifying short range accomplishments goals.	Full IPRs will be conducted once a week to identify short and long term prospecting/processing efforts and ES status and training requirements.
	Personnel Issues	Any personnel issues?	Continuously have 10% on leave with an estimated 3% within NCOPD. School 2K8C is at 70% training. 2K8D is at 90% all other stations at 100%	Three assigned recruiters report 10 P120. 2x will be assigned to 2K8C bringing them up to 90% and 1x will be assigned to 2K8D bringing them to 100%.
	NCOERs/Awards	Any due/pending?	5X NCOERs due 10 P120	All NCOERs will be drafted and submitted 45 days prior.
	Leave Management	Anyone on leave?	Need to maintain 10% or less on leave	SC maintain leave tracker, plan/approve one quarter in advance
	Station's Battle Rhythm	MAP, Sync Matrix, E-Plan	Station battle rhythms are not in sync with company battle rhythm. This has led to re-active work versus pro-active environments.	Conduct a monthly SC meeting in week T-2. Company and stations will sync all operations, update syno matrix and review officers Operation Plan to establish prospecting efforts to meet mission requirements.
In Company/Station OPORD	Review Company OPORD	Company OPORD is published one month prior to new FY, station Operation Plan needs to be completed and approved T-2 prior to each new quarter. Targeting boards at the station level need to be completed quarterly.	Review and approved station operation plan T-2 prior to new quarter. Quarterly targeting with station will focus on two quarters ahead with goals for three and four quarters ahead of current quarter. Stations will adjust operation plan per any company PRAGGs published.	
Intelligence	Market Share	BI-Zone/RMZ	Current YTD market share is 32.4% volume, 24.7% GSA and 36.5% senior. ASCOPE established a visualization of the company area of operation while designing company operations.	Increase grad quality market prospecting. Goal is increased volume to 42% by end of third quarter FY20. Each station needs to have a thorough understanding of the area of operation to establish how to penetrate the market.
	ASCOPE (Area, Structures, Capabilities, Organizations, People, Events)	FM 3-24.2	SAMA data helps develop company market propensity.	Develop a quarterly assessment of the company market to drive future events/operations.
	SAMA	RMZ	Five highest segmentations: 19, 18, 17, 20, 13	Ensure SC and recruiters understand tactical segmentation. This plays into planning and taking the right message, at the right time, to the right audience.
	Tactical Segmentation	BI-Zone/RMZ	SC sends down bi-annual company assessments on market penetration and propensity.	Establish additional bi-annually based on SC company assessment, ensure SC are building targeting into their operation plan based off assessments.
	In SO/Company Reports	BI-Zone	Shows a historical view of company area market share, penetration. Helps when establishing company OPORD for targeting GSA and specific schools.	Establish "Must Keep" top five ZIP codes with station AID for targeting. Establish top three ZIP codes with the company AID for major supported events.
	BI-Zone	BI-Zone		

Figure A-2. Example of RFA analysis at company level

Understand – Recruiting Functions Analysis (RFA) PHASE 1 - Step 1

Perform an analysis of each recruiting function.

RECRUITING FUNCTION	REVIEW/ANALYZE	GUIDANCE	ANALYSIS	ASSESSMENT
			Review and analyze each area	What needs to be done to respond to your analysis?
Mission Command	After Action Reviews	Review notes from AARs	Blank space to record notes. Example: AAR from a recent school visit that includes a comment that the principle prefers more than one recruiter conduct visits on Thursdays of each week.	Blank space to record notes as needed. Example: Based on the analysis of the school visit AAR, the station commander makes a note to identify and assign two recruiters to visit the high school on Thursday of each week. The Station Commander should transfer the info to Tab 4 and the Sync Matrix
	Weekly Planning Meetings	Review notes from meetings		
	Electronic Planning Guides	Review recruiter plans		
	In Progress Reviews	Review notes from IPRs		
	Personnel Issues	Any personnel issues?	Users can add to or modify this list. Add other items by inserting rows to the worksheet.	
	NCOERs/Awards	Any due, pending, etc.		
	Leave Management	Anyone on leave		
	Station's Battle Rhythm	MAP, Sync Matrix, E-Plan		
In Company/Station OPORD	Review Company OPORD			
Intelligence	Market Share	BI-Zone/RMZ	Use the rest of the form to record information for each of the Recruiting Functions. Frequency: Once each month, reviewed/updated weekly to prepare for Weekly Meeting. Estimated Time to Complete: • Initial: 2 to 4 hours • Subsequent Monthly Updates: 1 hour • Weekly Review: 30 minutes to 1 hour	
	ASCOPE	FM 3-24.2		
	SAMA	RMZ		
	Tactical Segmentation	BI-Zone/RMZ		
	In SO/Company Reports	BI-Zone		
	BI-Zone	BI-Zone		
	School Zone	School Zone		
Reserve Unit Zone	Reserve Unit Zone			

Figure A-3. Recruiting Functions Analysis

Step 2 – Operational Environment:

Station Commanders need to be able to analyze and describe their Operational Environment through operational variables: PMESI-PT. Step 2 of the Operation Plan Tool provides you with guidance and an area to record your analysis and assessment.

Commanders, First Sergeants, and Station Commanders need to use critically thinking skills while developing their Operation Plan. There is no one size fits all, each station, will have different operational variables that are applicable to their environments. Since the operation environment is different in each unit, the content of this tool is different, however, the process, the recruiting functions, and the template are the same across the command.

Understand – OPERATIONAL ENVIRONMENT, PHASE 2 - Step 2						
Analyze PMESI-PT is an analysis of the operating environment using the PMESI-PT framework. This includes conversion data analysis.						
OPERATIONAL VARIABLE	REVIEW/ANALYZE	STRENGTH	WEAKNESS	OPPORTUNITY	THREAT	ASSESSMENT
Police/Public - Army, Recruiting, and/or local policies and policies that influence recruiting operations.	Suggested items to review:	Internal factors that are favorable to achieving the mission.	Internal factors that are unfavorable to achieving the mission.	External factors that are favorable to achieving the mission.	External factors that are unfavorable to achieving the mission.	What needs to be done to respond to your analysis?
	Schools					Blank space to record notes on needs. Example: If the station commander has observed a weakness in presenting features and benefits of USAR program, these notes go here to help develop Tab 3 (Visuals and Narrative) content.
	Business					
	Community					
	Recruiting Incentives					
	MPPS Policies					
Colleges & Universities						
Trade Schools	Users can add to or modify this list. Add other items by inserting rows to the worksheet.					
Military - Military personnel in recruiting environment		STRENGTH	WEAKNESS	OPPORTUNITY	THREAT	
	Military Installations					Use the rest of the form to record information for each of the PMESI-PT areas. Frequency: Once each month, reviewed/used weekly to prepare for Weekly Meeting. Estimated Time to Complete: • Initial: 2 to 4 hours • Subsequent Monthly Updates: 1 hour • Weekly Review: 30 minutes to 1 hour
	USAR Units					
	Business					
	Veteran Organizations					
	Pre-Military Civil Organizations					
Events						

Figure A-4. Operational Environment

A-5 The RFA provides leaders with a systematic method to assess unit performance for each recruiting function. Examples include:

- Analysis of past events reflecting low return on investment may indicate that a unit is conducting “movement to contact” operations instead of “intelligence driven operations.”
- Analysis of prospecting efforts will show which prospecting techniques produce the greatest return on investment.
- Analysis of Armed Services Vocational Aptitude Battery (ASVAB) test results revealing a low “test passed” rate may indicate that prospecting efforts are not engaging the target market.
- Analysis of conversion data revealing a significant number of applicants who fail to join the Army after spending a day processing at the MEPS may reveal inadequate quality control checks at the tactical level.
- A low Future Soldier retention rate or a low number of referrals by Future Soldier may indicate insufficient command emphasis on the Future Soldier Program.
- Training plans lacking dedicated time for unit training and leader development may indicate that a unit is allowing the “tyranny of the urgent” to trump long-term commitment to improve unit performance.

GLOSSARY

SECTION I-Terms

Community Partner - A person other than Active Army or Army Reserve members who, by virtue of their relationship with and access to enlistment age youths, are capable of directly or indirectly influencing these youths to seek more information about Army enlistment opportunities.

In-Service Recruiting – Locating, contacting, and assisting service members from within the Army and sister services who meet eligibility criteria and wish to volunteer for challenging and unique occupational specialties, offering opportunities for increased responsibility.

Population-centric – Collaborating with and supporting local populations through community outreach programs, education, and total Army involvement to leverage the external network as a force multiplier in achieving targeted recruiting objectives.

SECTION II-Abbreviations

AAR

After Action Review

ADRP

Army doctrine reference publications

ATLC

Annual leader training conference

AMEDD

Army medical department

AMRG

Army marketing and research group

AO

Area of operations

APA

Advertising and public affairs

AR

Army Reserve or Army Regulation

ASCOPE

Area, structures, capabilities, organizations, people and events

ASVAB

Armed Services Vocational Aptitude Battery

COA

Course of action

CP

Community partners

COP

Common operating picture

D3A

Decide, detect deliver and assess

DA

Department of the Army

DAT

Dental Admission Test

ESS

Education support specialist

F3EAD

Find, fix, finish, exploit, analyze and disseminate

FM

Field Manual

FRAGO

Fragment order

HQ USAREC

Headquarters, United States Army Recruiting Command

JAMRS

Joint Advertising, Market Research Studies

JP

Joint Publication

MCAT

Medical college admission test

MEPS

Military entrance processing station

METL

Mission essential task list

METT-TC

Mission- enemy terrain and weather, troops and support available, time available and civil considerations

MOE

Measures of effectiveness

MOP

Measures of performance

NCOES

Noncommissioned officer professional development system

OPORD

Operational Order

PAE

positioning analysis and evaluation

PMESII-PT

policy, military, economic, social, information, infrastructure, physical environment and time

QTR

Quarter

QMA

Qualified military available

RFA

recruiting function analysis

ROI

return on investment

SOP

Standard operating procedures

SCQLD

Station commander quarterly leader development

SWOT

Strengths, weaknesses, opportunities, threats

TAIR

Total Army Involvement in Recruiting

TDE

Tactical decision exercises

TLP

Troop leading procedures

TPU

Troop program unit

TRADOC

Training and Doctrine Command

UM

USAREC Manual

UTC

USAREC training circular

USAREC

United States Army Recruiting Command

VA

Veterans affairs

VRS

Virtual Recruiting Station

WARNO

Warning order

XO

Executive Officer

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